Implementing a Strategic Plan for Technology

The Honorable Eugene J. Huang
Deputy Secretary of Technology

Wireless E-911 Board Meeting
January 8, 2003

The Strategic Plan: Major Milestones

May 2002	**Initial IT analysis by the Sec. Of Technology**
June 2002	**Begin development of the Strategic Plan for Technology**
Sep. 2002	**Release *Strategic Plan for Technology* Data collection and verification begins**
Oct. 2002	**Begin analysis of data**
Dec. 2002	**Governor releases details of IT Consolidation Sec. of Technology holds IT town hall meetings**

Information Technology Initiatives

The Strategic Plan for Technology focuses on four initiatives in information technology:

1. **Revolutionize service delivery with a customer-facing Internet portal and online services**

2. **Consolidate IT infrastructure and provide centralized services as a technology utility**

3. **Plan, budget, and track IT expenditures by developing a capital planning and funding process, as well as a governance model**

4. **Manage IT procurement with a best practices model**

FY 2002 IT Expenditures by Secretariat
(Millions of Dollars) – 91 In-scope Executive Branch Agencies

Governor & Executive Offices | Technology | Education | Admin. | Natural Resources | Commerce & Trade | Finance | Public Safety | Trans. | Health & Human Resources

Governor & Executive Offices	Technology	Education	Administration	Natural Resources	Commerce & Trade	Finance	Public Safety	Transportation	Health & Human Resources
$0.3	$3.7	$9.5	$11.0	$15.0	$28.0	$60.0	$60.0	$129.0	$133.0

FY 2002 Personnel by Secretariat
(FTE Equivalents) – 91 In-scope Executive Branch Agencies

Governor & Executive Offices | Admin. | Education | Natural Resources | Finance | Commerce & Trade | Public Safety | Technology | Health & Human Resources | Trans.

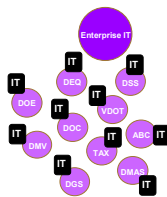| Governor & Executive Offices	Administration	Education	Natural Resources	Finance	Commerce & Trade	Public Safety	Technology	Health & Human Resources	Transportation
0	55	62	114	163	175	341	421	610	640

The Current State of Technology

Technology in state government is currently characterized by:

- Unnecessary duplication of effort
- Inefficient allocation of resources
- Millions of dollars unnecessarily spent on IT projects and resources
- Inability to promote and adopt best practices
- Inability to leverage buying power

Enterprise IT
IT IT
IT DEQ DSS
DOE IT VDOT
IT DOC IT
IT DMV TAX ABC IT
IT DMAS
DGS IT

Enormous Opportunities Abound

An evaluation of IT resources found tremendous duplication of effort, serious impediments to sharing information, and high costs:

Administrative Systems
- Since 1996, the Commonwealth has spent more than $560 million to replace or implement independent, stand-alone administrative systems.
- IT Strategic Plans for FY 2002–04 (excluding higher education) call for 19 new, independent administrative systems in finance, payroll, and HR.

Security
- Security is managed separately by each agency—there is no enterprise IT security policy.

Funding & Resources
- There is a major disparity between the funding and resources of large agencies and small agencies.
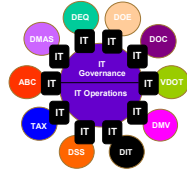

The Desired State of Technology

Consolidate IT infrastructure and provide centralized services as a technology utility to:

- Revolutionize service delivery to citizens
- Reduce redundancy and increase efficiency
- Leverage buying power and infrastructure
- Reduce costs significantly

Consolidating IT

All IT assets will be consolidated into a customer-driven, centralized organization, upon approval of the General Assembly, including:

- Technology Infrastructure
- Processes
- People

The new organization will consolidate <u>all</u> IT divisions in 91 Executive Branch agencies *excluding*:

- Higher Education
- Legislative and Judicial Branches
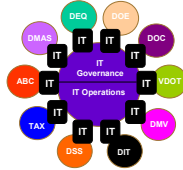- Independent Agencies (such as SCC and VRS)

The New Organization

Business Driven   Customer Focused

- Single face on Commonwealth service delivery
- Economies of scale
- Efficiencies of operation
- Enterprise-focused solutions
- Governance and Accountability

The new organization is not:

- A reorganization of DIT
- A consolidation of IT staff into DIT

Introducing…
Virginia Information Technologies Agency (VITA)

VITA, the new state agency, will be solely responsible for managing and developing IT solutions across state government.

VITA represents significant restructuring of the Technology Secretariat through consolidation:

- Elimination of three agencies and two boards:
    - Department of Information Technology (DIT)
    - Department of Technology Planning (DTP)
    - Virginia Information Providers Network (VIPNet) Authority
    - VIPNet Board
    - Virginia Geographic Information Network (VGIN) Board

Consolidating IT… The Facts

1. The degree of impact on each agency and employee will vary.

2. The plan includes administrative centralization of IT staff under VITA—not necessarily geographic centralization.

3. To ensure continuity, service level agreements will be developed jointly with every agency.

4. Throughout the transition we will ensure:
    - Every effort is made to place interested and qualified employees in VITA
    - There is a smooth transition for employees
    - Service remains on par with or better than current service levels

Employee Opportunities

Consolidation will provide increased opportunities for IT employees:

- Training, re-training, and cross-training.
- Career development and opportunities for advancement.
- Access to cutting-edge technology tools, resources, and techniques.
- Enhanced professional standing, certifications, and affiliations.
- Clear standards, guidelines, and shared methodologies.
- Reduced dependence on contractors.
- Enhanced customer service to agencies and citizens.
- Membership in a BEST PRACTICES, WORLD CLASS IT Organization!

The Road Ahead

We will require the help of all of you to achieve this vision as we move forward with the following phases:

- Identify service needs and commitments on an agency-by-agency basis
- Initiate consolidation activities in early 2003
- Consolidate IT assets throughout 2003

Guiding Principles

"Do no harm"—with particular focus on continuity of operations.

"Urgency"—Virginia's fiscal crisis and the current state of technology demands urgent, strategic action. We must act now.

Implementing a Strategic Plan for Technology

The Honorable George C. Newstrom
Secretary of Technology

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